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Development
of the
Cosmos Club



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COSMOS CLUB
WASHINGTON, D. C.

*Members of the Cosmos Club,
Gentlemen:*

Within the next year the Cosmos Club will have to consider the question of refunding its indebtedness on the Tayloe (Cameron) house, which is now covered by a \$200,000 deed of trust due November 24, 1922. In this connection consideration should also be given to the Club's future, to the end that a definite policy may be established for the development of its activities and facilities, as well as its finances.

Since its organization 42 years ago the Club at nine different times has found it necessary to provide increased facilities to accommodate its growth. These have included four purchases which give the Club one of the most valuable sites in Washington. While the present buildings on the site provide, in a reasonably satisfactory manner, for the immediate needs of the Club, they do not represent an economical development either as a source of revenue or as to facilities furnished. Furthermore, they offer but little opportunity for expansion in the several departments, the need of which is becoming apparent and for which it will be necessary for the Club to make provision in the near future.

The membership of the Club should give full consideration to the question of its development and financing before action is required. To this end I am submitting for discussion the following statement, not with the idea of finality but merely as matters which must be considered in the ultimate solution of the problem. In its preparation full consideration has been given to the fact that through wise management, following the principles and traditions on which it was founded and has developed, the Club has come to occupy an enviable position among the Clubs both of this country and of the world and is an important factor in the development and advancement of the activities in which its members are engaged.

My principal concern is that plans be determined and a policy outlined which will serve as a basis for the future development of the Club along lines that will insure its rendering the maximum service and still preserve its established standards and character.

Respectfully submitted,

JOHN C. HOYT,
President.

October, 1921.

DEVELOPMENT OF THE COSMOS CLUB

BY

JOHN C. HOYT



October, 1921

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An account of the celebration of the 25th Anniversary of the founding of the Cosmos Club, with a documentary history of the Club from its organization to November 16, 1903, was published in 1904. Copies of this book can be obtained at the club for \$1.00.

B.W.G. 30 Mar



A—1879-1882
Rented rooms, third floor Corcoran Building



B—1883-1886
Rented building, No. 23 Madison Place; house at right. House at left is No. 25
The Club purchased No. 25 December 5, 1906, and No. 23 February 11, 1907



C—Dolly Madison House in 1883 as modified by Admiral Charles Wilkes
Purchased June 1, 1886



D—Benjamin Ogle Tayloe House (later Don Cameron House) in 1886
Purchased November 14, 1917



E—1887-1893
Dolly Madison House as modified in 1886



F—1894-1903
Dolly Madison House as modified in 1893

G—1904–1909
Dolly Madison House at the corner, as modified in 1893, and the two adjacent houses at the south, 25 Madison Place,
which was first rented and later purchased, December 5, 1906, and 23 Madison Place,
which was purchased February 11, 1907





H—1910–1921
Dolly Madison House at left, as modified in 1910, main Club building in the center, built during 1909 and 1910
on the site of 23 and 25 Madison Place, and Benjamin Ogle Tayloe House (later Don Cameron House)
at the right, purchased November 24, 1917

DEVELOPMENT OF THE COSMOS CLUB

By JOHN C. HOYT

OBJECTS AND ACTIVITIES

In response to a growing desire among scientific men resident in Washington, D. C., for the establishment of a social club composed of men devoted to or interested in science, professionally or otherwise, the Cosmos Club was organized November 18, 1878, at an informal meeting held at the home of Major John W. Powell, 910 M Street N. W. When the by-laws were adopted by the incorporators the scope of the Club was extended to include persons interested in literature as well as science; later it was broadened to those interested in art, so as to include all intellectual pursuits.

Although the original idea of the founders of the Club was to provide for the social needs of its members, soon after its organization the Club recognized that it had the further function of providing for what may be termed the technical needs of its members and thereby contributing to the advancement of science, literature, and art, and its development has been directed to these purposes. By combining and fostering these purposes and following well-established traditions the Cosmos Club has come to occupy an enviable position among the clubs not only of this country but of the world, and it is recognized as an effective factor in the advancement of the activities in which its members are engaged.

The social needs of its members are served by the opportunities provided for informal meetings, including regular Club nights, in the general Club quarters, which include rooms for lounging, cards, billiards, reading, writing, and library. The Club also maintains a dining room, 50 sleeping rooms, a barber shop, a buffet, and a women's department, provided with dining room and parlors for the families of members.

The technical needs of the members have been met and the advancement of science, literature, and art has been promoted by lectures and also by cooperation with the Washington Academy of Sciences and the societies affiliated with it. Many members of these organizations are also members of the Cosmos Club, and the Club's part in this cooperation has consisted mainly in furnishing a hall for meetings of these societies. This function was regarded as important in connection with the purchase of the Dolly Madison House in 1886 and since that time has been considered in connection with all changes in the Club. In addition to furnishing a meeting place for the scientific societies the Club has provided them with rooms for board and committee meetings.

The Club exerts a large indirect influence on the technical advancement of the interests it represents by serving as a center where representative men of all professions and other activities meet and discuss their affairs. In this connection it has frequently been referred to as a national center of intellectual interest. The place of the Club in the scientific life of the capital was well stated by Mr. G. K. Gilbert in the address which he made at the twenty-fifth anniversary meeting and which is reprinted at the end of this pamphlet.

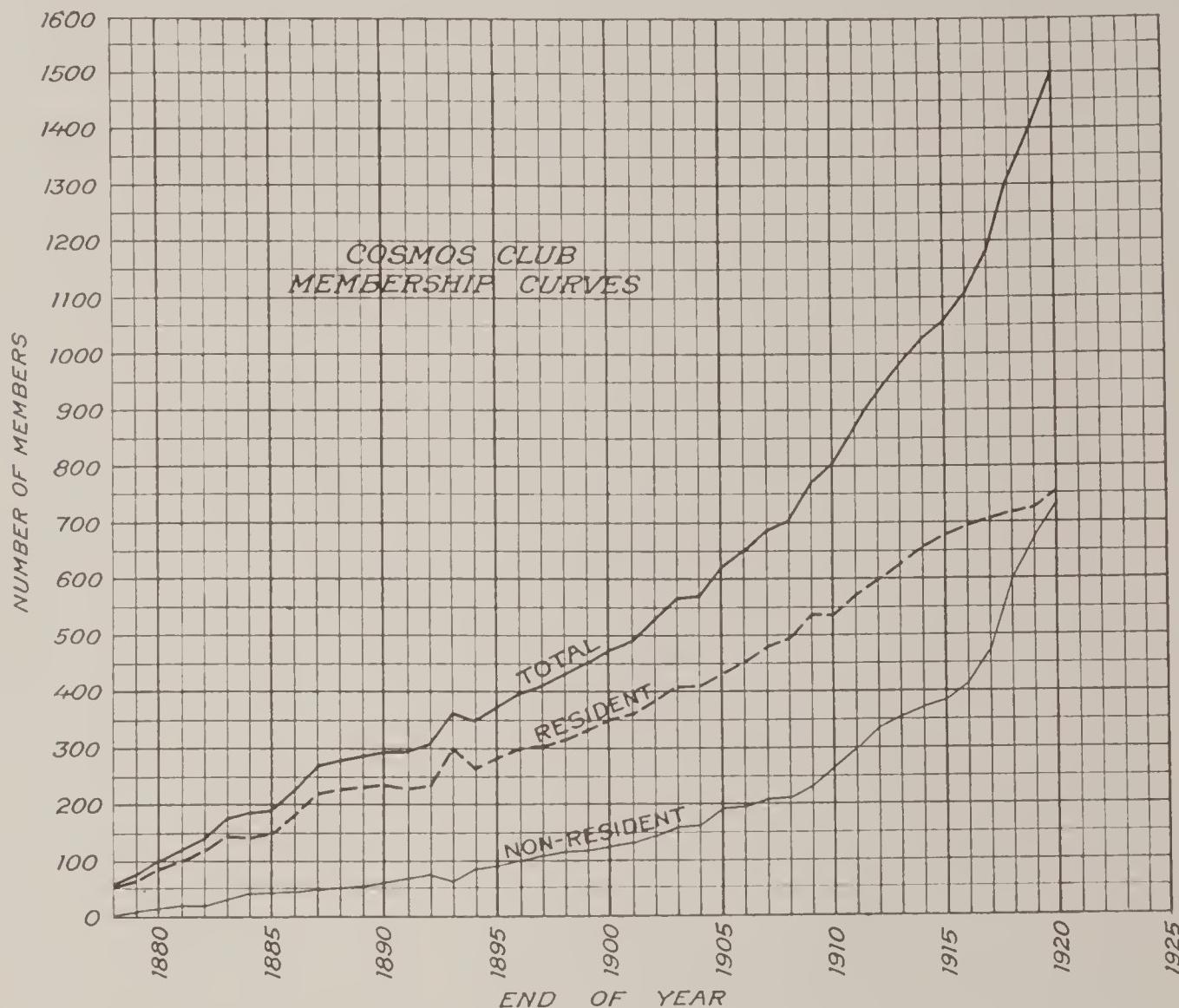
GROWTH

The growth of the Club is well shown by the increase in its membership and its business.

At the first annual meeting, January 13, 1879, the membership consisted of the founders, 60 in number, 56 resident and 4 non-resident. At the end of 1920, 42 years later, the total membership was 1,490, of which 753 were resident and 737 non-resident. The change in membership is shown graphically by the accompanying curves. The average annual increase in the total membership since organization has been 34. The annual additions to the resident list have been quite constant, averaging about 15. In the non-resident list they have increased in recent years, and during the last five years the list has nearly doubled.

The business of the Club as measured by its revenues has more than doubled during the last five years. Over 9,000 meals are

now being served monthly in its dining rooms, and sleeping accommodations are furnished daily to an average of 40 to 50 men.



The increase in membership and revenues from 1915 to 1920, inclusive, was as follows:

| | 1915 | 1920 | Increase |
|--------------------------------|------------------|-------------------|-------------------|
| Total members end of year..... | 1,059 | 1,490 | 431 |
| Resident..... | 678 | 753 | 75 |
| Non-resident..... | 381 | 737 | 356 |
| General fund..... | \$33,492.88 | \$65,180.80 | \$31,687.92 |
| House fund..... | 57,836.09 | 144,567.53 | 86,731.44 |
| Total..... | <u>91,328.97</u> | <u>209,748.33</u> | <u>118,419.36</u> |
| Dining-room sales..... | \$25,422.14 | \$84,583.08 | \$59,160.94 |

PROPERTY AND FACILITIES

The Club's first quarters consisted of three rooms in the Corcoran Building, at Fifteenth Street and Pennsylvania Avenue N. W., which were opened January 6, 1879. Since then the Club at nine different times has found it necessary to provide increased facilities to accommodate its growth. In providing these facilities the Club has made four purchases, which give it one of the most valuable sites in Washington. The development of the Club's quarters is shown in Plates A to H, pages 3 to 7.

In 1909-10 the new main Club building was erected, and it was then thought that this building would be ample for the needs of the Club for many years. However, as early as 1915 it became evident that additional facilities would soon be necessary. In 1917 the Benjamin Ogle Tayloe House (known also as the Don Cameron House) was purchased, with the idea that the lot would furnish sufficient additional area to permit, eventually, the erection of buildings adequate to provide for any future growth of the Club, it being then believed that the existing buildings would afford sufficient additional space to meet not only the immediate demands but the requirements for some time to come.

The property now owned by the Club, in square 221, at the southeast corner of H Street and Madison Place N. W., as shown in the accompanying plot and on Plate H, page 7, comprises a total area of 22,236 square feet, which is divided into three lots, described and known as follows:

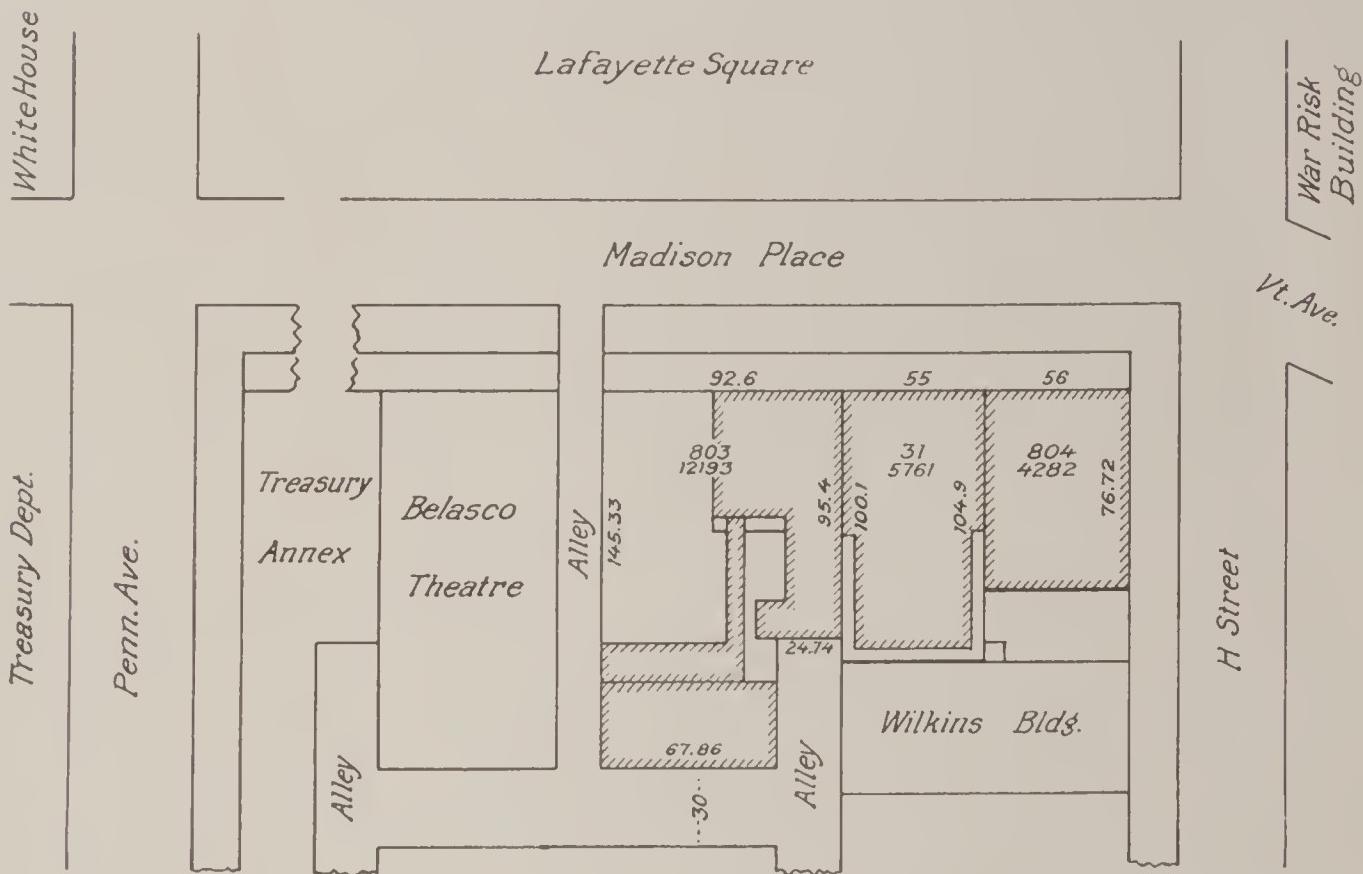
Dolly Madison House, lot 804, 4,282 square feet.

Main Club building, lot 31, 5,761 square feet.

Tayloe House and Assembly Hall, lot 803, 12,193 square feet.

The size and the location of the property, with respect to both governmental and commercial activities, render it one of the most desirable and valuable sites in Washington. It has a northern frontage of 76.75 feet on H Street, a western frontage of 203.6 feet on Madison Place, and alleys along all

of the south side (145.4 feet) and about one-half of the east side (92.3 feet). In order to insure ample provision for the future growth of the Club the property should be kept intact and developed for the benefit of the Club. Furthermore, as its value is in large part due to its size, it is highly important that it should be kept as a unit.



The present buildings provide accommodations as follows:

Dolly Madison House (this building covers all of lot 804, which has an area of 4,282 square feet):

Basement: Heating plant, servants' quarters, shop, storage rooms.

First floor: Entrance, office, lounging rooms.

Second floor: Administrative offices, board room, library.

Third floor: 8 bedrooms.

Attic: Storage space.

Main Club building (this building covers almost all of lot 31, which has an area of 5,761 square feet):

Basement: Commissary, ice plant, print shop, buffet, barber shop, servants' quarters.

First floor: Reading and writing room, billiard room.

Second floor: 10 bedrooms.

Third floor: 10 bedrooms.

Fourth floor: 8 bedrooms, private dining room.

Fifth floor: Kitchen, main dining room.

Tayloe House and Assembly Hall (this building covers about half of lot 803, which has an area of 12,193 square feet):

Basement: Storage rooms.

First floor: Kitchen, women's dining room. The Assembly Hall is connected with this floor by a corridor.

Second floor: Card room, parlors, 2 sleeping rooms.

Third floor: House service quarters, 5 bedrooms.

Fourth floor: 5 bedrooms, storage room.

Although the present buildings provide in a reasonably satisfactory manner for the immediate needs of the Club, they do not represent an economical use of the Club's lots, either as a source of revenue or as to facilities afforded, and they offer but little opportunity for expansion in the several departments, the need of which is becoming apparent, as indicated by the demand for additional sleeping rooms, more space in the billiard room, much needed small rooms for committee and other meetings, better library facilities, additional checking-room and entrance accommodations, and added facilities for the technical activities of the Club.

The uneconomical use of the Club lots is shown by the following table:

| | <i>Assessed Valuation, 1921</i> | | <i>Area of lot</i> | <i>Possible yearly revenue</i> |
|-------------------------|---------------------------------|----------------------|--------------------|--------------------------------|
| | <i>Land</i> | <i>Improve-ments</i> | (sq. ft.) | |
| Dolly Madison House.... | \$94,204 | \$22,000 | 4,282 | \$4,547.25 |
| Main Club building..... | 80,654 | 55,000 | 5,761 | 22,940.75 |
| Tayloe House | 158,509 | 23,100 | 12,193 | 13,256.25 |
| Total..... | 333,367 | 100,100 | 22,236 | 40,744.25 |

FINANCES

The assessor's rolls of the District of Columbia show the valuation of the Club's property as follows:

| | 1917 | 1919 | 1921 |
|-----------------|-----------|-----------|-----------|
| Lots | \$301,088 | \$330,564 | \$333,367 |
| Buildings | 90,700 | 91,000 | 100,100 |
| Total | 391,788 | 421,564 | 433,467 |

These figures are supposed to represent two-thirds of the true value, so that, according to the 1921 assessment, the Club's property has a value of \$650,200. This does not include the furnishings and other personal property. Men familiar with conditions in Washington have placed the value of the property at a much higher figure.

On January 1, 1921, the Club had outstanding obligations as follows:

| | |
|---|-----------|
| Bonds secured by Dolly Madison House and main Club building..... | \$145,000 |
| Mortgage on Tayloe House | 200,000 |
| Floating notes*..... | 45,000 |
| | \$390,000 |

On a valuation based on the 1921 assessment the Club has an equity in its property of \$260,200.

The finances of the Club are accounted for in two funds—a general fund and a house fund.

The general fund derives its revenues from admission fees and from dues from members. Disbursements from this fund are made for the fixed charges, which include sinking fund on bonds (\$4,000 annually), interest, insurance, taxes, retirement of notes, and betterments, and also for the cost of the operation of the house above the receipts.

The house fund derives its revenues from sales in the several departments—sleeping rooms, dining rooms, cigars, telephone, buffet, billiards, barber shop, assembly hall. Disbursements from this fund are made for supplies, services, etc., required for maintaining the Club and operating the departments. Money

*The floating notes are partly offset by a working capital of about \$20,000.

is transferred from the general fund to the house fund to meet the excess of operating costs over receipts.

For the last six years the net revenues of the Club, after deducting war tax, loans, refunds, and transfers, have been as follows:

| <i>Year</i> | <i>General Fund</i> | <i>House Fund</i> | <i>Total</i> |
|-------------|-------------------------|-----------------------|--------------|
| 1915 | \$33,492.88 | \$57,836.09 | \$91,328.97 |
| 1916 | 34,042.64 | 70,581.26 | 104,623.90 |
| 1917 | 44,433.31 | 107,770.21 | 152,203.52 |
| 1918 | 69,586.48 | 155,278.39 | 224,864.87 |
| 1919 | 53,902.66 | 135,366.69 | 189,269.35 |
| 1920 | 65,180.80 | 144,567.53 | 209,748.33 |
| 1921 (est.) | 63,000.00 | 160,000.00 | 223,000.00 |

The increase in the general fund for 1917, 1918, and 1920 is accounted for as follows:

1917: Increase in dues for resident members from \$35 to \$40.

1918: Dues from associates.

1920: Increase in dues of resident members from \$40 to \$50 and non-resident from \$15 to \$25 and dues from associates.

It is estimated that in 1921 the receipts of the general fund will approximate \$63,000 and the fixed charges against this fund will approximate \$32,000, leaving available \$31,000 for cost of operation of the house above receipts, retirement of notes, and necessary betterments. The cost of the operation of the house above the receipts during the last six years is shown below. The small cost during 1917 was due to the postponement of repairs. The expense of operating the public rooms of the Club is included in these amounts.

| | |
|-----------|-------------|
| 1915..... | \$13,160.04 |
| 1916..... | 15,601.80 |
| 1917..... | 2,512.31 |
| 1918..... | 15,467.02 |
| 1919..... | 18,046.59 |
| 1920..... | 20,562.22 |

The foregoing facts indicate that the Club's indebtedness is financed conservatively and that with careful management the revenues are sufficient to provide for fixed charges and operating expenses, but if the property is kept in proper repair the revenues will not permit any extensive changes or any great reduction of the indebtedness.

It is evident, however, that there should be no increase in the capital outlay of the Club unless

- (1) Some method is found for paying all charges for interest and operation through additional income, or
- (2) Additional capital is obtained without obligation for repayment either by increase of fees and dues or by contributions.

FUTURE DEVELOPMENT

A study of the present needs and facilities in the light of past experience indicates that under normal growth it will be necessary for the Club to take steps in the near future to provide increased facilities. To this end a study of the Club and its future needs should be made and plans outlined for the ultimate development of its property in order that ample time may be given for full consideration before action is required.

In determining the policy for the future development of the Club, three factors must be considered:

- (1) Purposes and activities.
- (2) Facilities necessary to provide for activities.
- (3) Method of financing.

The history of the Club indicates that in the main the purposes and activities, as originated and developed by its founders, have been closely adhered to, and the changes that have been made are only those necessary in their application to the gradual increase in membership. Such changes could have been avoided only by limiting the membership many years ago.

Since the organization of the Club the activities which its membership represents have broadened and extended both locally and nationally, and its growth has no more than kept pace with the increased number of men who are eligible for membership. With the increase in non-resident membership and with a liberal policy for the introduction of guests and visitors the

Club has come to be a national as well as a local place for the meeting, socially, of men engaged or interested in all lines of intellectual pursuits; this has been and should be the main purpose of the Club.

The social meetings in the Club have indirectly been an important factor in the development and advancement of the activities in which its members are engaged. Indirect assistance along this line has been given by providing meeting rooms and other facilities for organizations which represent the same activities technically as the Club does socially. Such cooperation has, in general, been limited to the societies affiliated with the Washington Academy of Sciences. It can, however, well be extended to other organizations which function in the interest of those activities which the membership of the Club represents. These so-called technical activities have been an important factor in maintaining the character of the Club and its standard of membership, and they should be continued and extended as demanded but in such a way as not to conflict with its social life.

The present standing of the Club indicates that its activities have been directed along proper lines, and there is no evident reason for a change of policy.

To provide the gradually increasing membership with ample accommodations and facilities for social and technical activities without destroying the character of the Club is the principal problem to be met both in planning for expansion of quarters and in their operation and maintenance. In this connection care should be taken to preserve the simplicity of the Club's quarters and the atmosphere of homelike sociability, which is generally lacking in more elaborate appointments.

The following three plans have been suggested for treating the real estate of the Club in connection with future development:

- (1) Retain the property and develop it for the use and benefit of the Club.
- (2) Dispose of part of the property and develop the remainder for the use of the Club.
- (3) Dispose of all of the property and secure a new location.

Only the first of these plans is considered in this discussion.

In order to retain the present property for the future needs of the Club without undue burden, consideration should be given to plans for its gradual development and utilization by the construction of buildings which should be so designed as to insure the economical use of the Club's lots, both as regards facilities provided and revenues received, and which can be used either for Club or business purposes as future demands require.

Revenues can be obtained from the Club's property in two ways—

- (1) By providing additional sleeping rooms, for which there is a growing demand both by resident members who desire permanent quarters in the Club and by non-resident members and guests who desire to live in the Club when in Washington.
- (2) By using a portion of the space for business purposes. In this connection it may be mentioned that during the last few years headquarters have been established in Washington by a number of organizations devoted to the technical and intellectual pursuits in which the members of the Club have a primary interest. It is believed that such organizations would be glad to utilize the quarters that the Club could provide, thus eliminating the need of using any of the Club's property for ordinary business purposes. Such use would be in keeping with the purposes of the Club. Furthermore, the Washington Academy of Sciences and affiliated societies will eventually probably need permanent headquarters for coordinating their activities. As these societies are composed largely of men who are members of the Club and their meetings are held in the Club's hall any permanent quarters which they may need would naturally be located in space that the Club might have available.

It is not unreasonable to expect that ultimately the Club's demands may require quarters that will consist of a building covering the present lots and supplanting the present structures. Such a building would, of course, have to be constructed step by step during a considerable period of time, and therefore, in

order to insure that this structure, when finished, will be adequate to meet all needs, complete studies and plans should be made before any steps are taken toward changing the present buildings.

Preliminary studies of the possibilities of developing the Club's property, made in cooperation with Mr. J. Rush Marshall, indicate that the H Street corner is as well adapted to business use as to club use; that the middle and southern lots, facing on Madison Place, are better suited for club than for business use; and that a new building on the H Street corner could at present be utilized to advantage for combined club and business use and would be a large factor in promoting the interests which the Club serves. The studies indicate that such a building can be designed with space available for either club or business purposes, as needed; that it can be economically operated in connection with the main club building and the Tayloe House and that it will also fit into a plan for the development of the whole property; and that it could be constructed without seriously interfering with the operation of the Club, as the main club building and the Tayloe House would provide for all needs during construction. The following space can be provided in such a building:

Basement: Heating plant for all buildings, engineer's work room, barber shop, toilet and wash rooms.

First floor: Entrance, including cloak room and guests' waiting room, lounging rooms. On this floor the present arrangement should be preserved as far as possible. When the middle and south lots are developed, this floor could, if desired, be converted for business purposes.

Second floor: Administrative offices and Board room for the Club and offices for technical and professional organizations.

Third floor: Offices for technical and professional organizations, or, if there is no demand for such offices, sleeping rooms.

Fourth floor and above: 10 sleeping rooms per floor with bath. If demanded, however, one or more of these floors could be used for offices for technical and professional organizations.

The governing factor in the future development of the Club is financial, and, as shown in the discussion of its finances, it is obvious that there should be no changes that will require increase in capital outlay unless the additional income derived through them is sufficient to pay all charges or unless the additional capital is supplied without obligation for repayment.

The studies that have been made indicate that the revenues obtainable from a new building on the H Street corner would pay the additional fixed charges and operating expenses resulting from its construction. A building with 10 sleeping rooms with bath on a floor at \$2.50 per day, occupied 66 per cent of time,* would yield \$600 annually per room or \$6,000 annually per floor. On this basis five floors of sleeping rooms should yield \$30,000. If \$6,000 is deducted for operating expenses, there remains \$24,000, or the interest on \$400,000 at 6 per cent. These preliminary figures indicate that the plan is economically feasible and worthy of detailed analysis.

Although it may be possible to develop the Club's property in such a way as to yield revenues sufficient to carry fixed charges and operating expenses, it is probable that no larger amount than at present can be set aside for a sinking fund, and the Club must operate on a narrow margin for many years to come or consider methods for obtaining additional capital by increase in fees and dues or by contributions or bequests without obligation for interest or repayments.

COSMOS FOUNDATION

In view of the small margin which exists between the Club's revenues and expenses and which under present conditions will continue, it is believed that special methods of financing should be considered. To this end there is proposed the establishment of a fund to be known as the Cosmos Foundation.

In general the successful operation of such a foundation would have the following results:

*During the last 2 years the average occupancy of the 38 transient rooms has been over 80 per cent, and there is always a waiting list for rooms at the monthly rate.

- (a) Sufficient funds would be provided to supplement other revenues and thus permit, in the near future, a systematic development of the Club according to well worked-out plans, so that it can function in the best possible way along the lines on which it was founded and on which it has been developed.
- (b) The present uneconomical use of the property would cease, and there would be provided a plant which could be economically operated and which would produce revenues and facilities commensurate with its value.
- (c) The future financing of the Club would be assured, and there would probably be no necessity for any further increase in dues.
- (d) It would eliminate the necessity of disposing of any of the Club's property or using it for ordinary business purposes.

As affecting the social and allied activities of the Club the foundation would insure the provision of adequate facilities as rapidly as the growth of the Club demanded.

As affecting the technical activities of the Club, the foundation would provide facilities for the Washington Academy of Sciences and affiliated societies, as well as for societies promoting the other activities which qualify men for membership; it would thus develop the Club as both a local and a national intellectual center. In order to provide meeting places for such societies, there should be a hall capable of holding from 250 to 400, a small hall seating 100, and several committee rooms. Other services are possible but are subject to financial considerations. With the funds available from the foundation it should be possible for the Club to furnish this cooperative service to the scientific and other societies at a reasonable charge, and proper arrangements can be made so that it will in no manner conflict with the social activities of the Club.

Funds for the foundation could be provided either by large donations from a small number of individuals or by small donations from a large number. The success of any organization depends upon the individual interest of the persons who participate in its activities. Likewise the success of a foundation of this

character would depend on the individual interest of the persons benefited. Therefore, the more members of the Club who contributed to it the more successful it would be. A plan of small subscriptions payable in installments should make it possible for a large percentage of the members to make contributions to the fund and would not impose on them an undue burden and should produce a substantial fund as a basis of the foundation. If admission fees should also be applied to this fund, eventually all members of the Club would be contributors. If interest is manifested by the membership it is believed that the foundation at its beginning would receive substantial contributions, and that, once firmly established, it would in the near future have a steady growth by donations and bequests.

The charter under which the Club operates is probably sufficiently broad to allow the establishment of a foundation by amending the Club's by-laws. The details of the custody and use of the funds contributed to the foundation must receive most careful consideration, but the two following principles seem to be necessarily involved:

- (1) That the entire fund should be reserved as capital, invested in land or buildings or securities;
- (2) That it should not be subject to final disposition by any board of officers except after full opportunity for the Club itself to pass on the proposal.

CONCLUSIONS

The general studies which have been made indicate that the Club should consider and take action in the near future upon the following matters:

- I. The establishment of a policy for its future activities.
- II. The determination as to what disposition shall be made of the present property. In this matter three courses are open—
 - (1) Retain all the property and develop it for the use and benefit of the Club. If the present property is retained consideration should be given to the following:

- (a) The preparation of plans for its ultimate development.
 - (b) Consideration of the feasibility of developing the H Street corner at the present time.
- (2) Dispense with part of the property and develop the remainder for the use of the Club.
 - (3) Dispense with all the property and secure a new location.

III. The formulation of a policy for financing to take care of both present and future needs.

IV. The desirability of establishing a Cosmos Foundation.

ADDRESS OF MR. G. K. GILBERT
AT THE TWENTY-FIFTH ANNIVERSARY OF THE FOUNDING OF
THE CLUB, NOVEMBER 16, 1903

About thirty years ago Donn Piatt, the journalist, a clever and pungent writer, entertained the readers of the Sunday *Capital* by witty attacks on various persons and things. Among his victims was Dr. Hayden, the geologist and explorer, whom he dubbed "the triangulating Hayden" and who was goaded to wrath and misery by the weekly thornings. He turned attention also, once or twice, to Major Powell, but the result was different. The astute Major may have fumed internally—I do not know—but his visible action was to seek the acquaintance of the troublesome editor and meet him socially a few times. There was no discussion of the Sunday *Capital*, there were no favors, nothing was done but to establish social relations—and the attacks ceased.

I recite this incident because I have been asked to speak this evening of the relation of the Club to science and the scientist; and because the principle of the Major's diplomacy is one of the fundamental factors in the service of the Club to the cause of science.

Those who search for the knowledge of nature which we call science are unfortunately quite as fallible as their brethren in other walks of life. False trails as well as true are followed, and it is often hard to tell which seeker has chosen the proper road. So there always have been, there are now, and there must continue to be differences of opinion; and the concomitant of divergent opinion is criticism and controversy. The inevitable battle of ideas, whether fought in print or on the arena of the scientific society, is by no means to be regretted, for it has a winnowing function that could ill be spared; but there is always danger that intellectual antagonism may lead to personal antagonism, that the heat of controversy may blind investigators to the community of their labors and interest, that egoistic am-

bition for victory may supplant altruistic ambition for the increase of knowledge, that paltry bickering may sully the honor and dignity of research. If the man who opposes our opinion is an invisible author, or if we meet him only in the arena of discussion, we are prone to be warped in our judgment and suspect that his attire conceals a cloven hoof and a barbed tail. But if we know him not merely as a rival but also as a man, we can usually satisfy ourselves that his anatomy is normal and inoffensive. It is a prime function of the American Association for the Advancement of Science, fully recognized by its leaders, that it brings men into personal relations and thus promotes mutual appreciation. It is a prime function of the Cosmos Club to bind the scientific men of Washington by a social tie and thus promote that solidarity which is important to their proper work and influence. The world but imperfectly realizes that its progress in civilization is absolutely dependent on science, and Government endowment of research is yet limited, and too often thwarted, by a lack of understanding and appreciation. The influence of our scientific corps—an influence of national and more than national extent—is strong in proportion as it is united, and it suffers from every jealousy and needless antagonism.

There are no scales by which a social influence may be weighed. There is no logic by which the credit for a moral result can be fairly apportioned to its causes. But I fear no dispute in saying that suspicion, jealousy, and dissension were comparatively characteristic of the scientific body of Washington a quarter century ago, and that mutual appreciation, good will, and support are comparatively characteristic of the greatly enlarged scientific body of to-day. And I hold that the share of the Cosmos Club in the working of this change has counted for more in the promotion of science than has its hospitality to the associations that meet under its roof.

In passing now from the service the Club renders science to the service it renders the individual scientist, I feel that I must tread gently, for the ground is tender. Let me begin with the truism that in each profession are men of high culture and men of inferior culture, men who possess the clubbable quality and men who lack it. Our Club was projected by men of a single profession, science, and it was by their invitation that men of

culture in other professions took part in the organization. At an early stage the door was opened wide to the members of the Philosophical Society, then our only important scientific association, but credentials were demanded from all others. The principle thus established has never been abandoned, and the standard of admissions has always been higher for candidates outside the scientific field than for those within it. The door has yielded somewhat easily to the touch of the scientist but has resisted the push of the doctor, the lawyer, the man of business, or the man of leisure unless his personal desire was reinforced by the possession of high culture and clubbability.

Thus it has come to pass that we of the scientific contingent have been able to contribute less of social advantage than we have received. We have come in almost unsorted, the refined and the crude, the apt and the less apt, the socially skilled and the shy, and we have chosen our associates with all the skill we could command. It is barely possible that we have "made good" in some other way—I hope we have—but, whatever may be thought as to that, there can be no question that our own outlook has been broadened, our angles have been rounded, our conceit has been moderated, and in general we have been humanized by the good society we have enjoyed. I would not carry a metaphor too far, but there would be a measure of truth in the figure if we should call the present occasion a silver wedding of Science and Culture.

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